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ABSTRACT

This report describes progress made by Westchester Community College (WCC), in New York, on 23 strategic planning goals in the 1994-95 academic year. Information is provided on the following goals: (1) increase flexibility in operating the college; (2) increase flexibility in providing innovative academic and vocational programs; (3) upgrade equipment and technological support systems; (4) increase the involvement of community businesses and agencies; (5) keep up-to-date on local demographics; (6) enhance the visibility of the college; (7) expand the physical plant; (8) develop alternative delivery systems; (9) respond to the needs of special students; (10) enhance the developmental education program; (11) expand student and academic support; (12) increase the number and diversity, and maintain the quality of faculty and staff; (13) increase funding and maintain accreditation for the college; (14) assure a safe campus; (15) provide improved access to college facilities, services, equipment, and programs; (16) increase and support faculty development activities; (17) restructure the administrative and fiscal hierarchy; (18) develop alternative learning experiences, such as fieldwork and internships; (19) develop joint programs with elementary and secondary schools and other colleges; (20) maintain a campus climate that is conducive to learning; (21) promote student involvement in decision-making processes; and (22) increase communication among the college community. For each goal, information is provided on progress in the areas of academic affairs, administrative services, community services, college-community relations, the WCC Educational Opportunity Center, evening services, information systems, and student personnel services. (BCY)

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ED 391 566

Annual Report 1994-95

A *Recap* of Accomplishments for the Twenty-three Strategic Planning Goals by Divisions

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
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Westchester Community College
January, 1996

JC 960 122

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PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

1. Implementing Plan C to provide for greater flexibility in operating the College;

Academic Affairs

a Supported the work to conduct an updated survey of the status of Plan C throughout all SUNY community colleges

Administrative Services

a Explore independent accounting/Human Resource system solutions for the college **Business Office**

b Monitor services provided by County Telecommunications Department to meet the College's needs **Campus Services**

Community Services
*NPTD

College Community Relations
NPTD

Educational Opportunity Center
NPTD

Evening Services
NPTD

Information Systems
NPTD

Student Personnel Services
NPTD

***NPTD - No Progress To-Date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

2. Increasing the college's flexibility to provide innovative academic programs leading to a degree or transfer to a four year college;

Academic Affairs

a. Two new academic programs started in Paralegal and Chemical Dependency.
b. All curricula completed but some older syllabi still need revising.
c. Developed procedures to monitor grant proposals which require an institutional match.
d. Closed the International Ed. Program.
e. Bibliographical instruction increased; ASC and Testing are tracking students by computer.
f. No formal progress in 94 - 95, however, various programs added computer elements, eg. Business Lab, Accounting Labs, etc.
g. Deactivated Office Technology Secretarial AAS and Certificate.
h. Revisit core curriculum; the concept of 1-credit speech courses; and computer literacy.
i. No formal progress in 94-95, however, various programs added computer elements, eg. Business Lab, Accounting Lab, etc.
j. Did in-depth analysis of program-by-program enrollment trends and conducted several enrollment/course planning meetings with associate deans to ensure a "tight" schedule of course offering.
k. Contacted presiding officer of the Faculty Senate to request the creation of a task force/committee to look into all aspects of the academic calendar.
l. Efforts to develop an in-house program for computerized formal exam schedule abandoned.

Administrative Services

a. Supported the unique telecommunications needs for Travel and Tourism Curriculum.
b. Provided photocopier support for student use in the Business and Marketing curriculum. **Campus Support**

Community Services

a. Opened the Peekskill/WAW extension in August 1994 offering credit classes in computer arts, graphics, digital multimedia, studio arts and expanded general education classes.
b. Increased enrollments in computer arts classes by 60% from fall to spring semester
c. Increased general education enrollment by 26% from fall to spring and 64% over the previous year.
d. Increased Mahopac enrollment 37% from fall to spring. **Peekskill**
e. The new ESL Council, formed fall 1994 by the ESL Program and the Division of Arts and Humanities, has made progress towards better coordinating the ESL Program and the ESL-related offerings on the credit side of the College to provide a continuum of ESL services to the community. **ESL Program**
f Developed contacts, ideas, and grant concepts for program initiatives, such as the Sloan program in distance learning for corporate training, industry specific training and minority entrepreneurship, etc. **Adult and Continuing Education**
g. Develop a Curriculum for Bioremediation.
h. Develop a training Program for Technician in the Field of Bioremediation.
i Begin Pilot Testing of Course Modules. **EPA Grants**
j. Extension credit programs have expanded significantly in the past year.

	Sections	Enrollments
94/95	260	5209
93/94	185	3804

The expansion was due to the new, highly successful center opened in Peekskill and the launching of a new site in New Rochelle. **Extension Programs**

k. Collaborate with Technologies Division on a Telecommunications degree program for NYNEX.
l. Created 3 courses in Recycling. **PDC/Project Transition.**

College Community Relations

*NPTD

Educational Opportunity Center

a. Pilot project through Yonkers Community development funds, in collaboration with Rockland Community Mental Health Center, to provide customized Basic Skills/GED to seriously mentally ill clients to improve their lives and help with re-integration into their communities and with job placement.

Evening Services

NPTD

Information Systems

a. Installed Multimedia Lab (Sci 219)
b. Installed Multimedia Presentation Lab (Sci 102)
c. Telecommunications added to CIS Curriculum

Student Personnel Services

a. Will have produced a total of more than 230 JobSTAR graduates by the end of the academic year; have achieved a 71% job placement rate for students who have graduated prior to December 1994. **JobSTAR**
b. Senate contributed almost $4,000 to support honors programs. **Student Affairs**

***No Progress To-date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

3. Upgrading and modernizing equipment and technological support systems;

Academic Affairs

a. Classroom Building computer upgrades
   C306 - 386 stations
   C302 - 18 486 stations
   C321 - converted to PDC training room
   C306 - new interactive communication software system (COMWEB) shared by Travel and Tourism and Office Tech (VATEA funded).

b. Upgraded Business Administration lab with the order of a multimedia podium, new computers, in order to support team based learning.

c. Updated software added for Office Technology and CIS programs along with state-of-the-art communications technology; fax, copier, etc. (VATEA funded).

d. Modern Languages Department received upgraded VCR equipment.
   Technology Building
   Upgraded CAD Lab into Pentium 60

e. ABB
   New electric pianos were ordered to allow for higher enrollment in those courses.

f. ASC
   Two new computers were given to the ASC through BOCES for CAI in the reading component of the lab.

g. Science Building
   Completed renovation of Radiologic lab, acquired upgraded equipment for Respiratory Care program. Plans are underway to convert Sci 102 to a multimedia classroom for Fall 1995.

h. ACOC continues to prove an excellent vehicle for input and decision making on software purchases.

Administrative Services

a. The Business Office PCs have been integrated onto the college's local area network. This has allowed the sharing of data files/information resulting in greater flexibility and functionality.
b. Upgraded Pcs
c. Installed an imaging station to facilitate obtaining documentation for reimbursement from State.
d. Assisted in the implementation of the on-line registration at Peekskill. **Business Office**
e. Upgrading of old photocopy equipment. Six copiers have been replaced.
f. Provided all Campus buildings with at least one fax machine. **Campus Services**
g. Installed new Follet Point of Sale System in the Bookstore.
h. Installed new network for FSA Administration. **FSA**

Community Services

a. Opened Peekskill Extension with 30 Power Macs, advanced peripherals and state of the arts software. Purchased five additional computers to increase capacity of computer lab **Peekskill**
b. Have obtained a form scanner with computer interface, and software for use with placement testing, course evaluations and surveys. Have also obtained hardware and software for automating circulation of large and growing ESL resource library, increasing utility of collection. **Adult and Continuing Education ESL Language**
c. With the exception of the Italian and Drama Clubs and the Friday Night Film Series, all ticketing for College events was handled out of the Office of Cultural Affairs. This operation includes mail and telephone orders. This efforts achieves the following for the College:
d. An economy in the printing of tickets for all events, as opposed to individual orders being placed by each sponsor, saving an estimated $1,000.00.
e. Improved and more consolidated customer recordkeeping; records are being kept of tickets pre-sold, and revenues collected through the mail, in person and those sold at the door on the showdate.
f. Develop and establish a system of accounting and financial management for the Office of Cultural Affairs. The Financial records of the Office of Cultural Affairs will soon be maintained by the Faculty-Student Association on computer. In conjunction with the FSA Executive Director, a system has been developed to maintain an ongoing record of expenses and income by series against budget. Records are being kept of all expenses associated with each event by the Office of Cultural Affairs.
g. Put software package "on-line" for computerized sale use. **Cultural Affairs**
h. Have assisted department managers in getting new computers and equipment and also assisted in establishing the new lab CL 321 by working with Academic Council, the Business Office and IS. **Adult and Continuing Education**
i. New center in Peekskill contains two state-of-the-art computer labs for instruction in multi-media and graphic arts. Many computer classes filled to capacity. **Extension Program.**

j. Wrote proposal accepted by cabinet to transform CL 321 into a new computer lab with 20 stations. **PDC/Project Transition**

k. 13E lab has had 2 new 486 computers added, bringing the total capacity to 21 work stations. **Mainstream**

College Community Relations

a. The computer upgrades all around (486's for Betsy Wiener and Trish Steinley providing trickledown 386's for Joan Hart and Wendy Lassiter) accomplished in 1993 -1994, have made possible additional use of Word for Windows by 3 of the 4 permanent staff.

Educational Opportunity Center

a. Computer and software provided by SUNY/OSP to established 10 workstations for a remedial/vocational laboratory.

b. Funding received from SUNY/OSP to connect EOC to Internet

c. Continued improvements made to student information system

Evening Services

a. The current copier in AAB 302 belongs to Project Transition and will be moved out of AAB 302 when Project Transition moves to its new quarters. The new copier for Evening Services is a strategic necessity.

Information Systems

a. Administration Building workstation upgrade

b. Academic Secretarial workstation upgrade

c. Counseling workstation upgrade.

d. Cad Lab (2) workstation upgrade.

e. Mathematics Lab workstation upgrade.

f. Management Lab workstation upgrade

g. Keyboarding Lab workstation upgrade

h. Library Open Lab workstation upgrade.

i. CIS and CS Lab workstation upgrade (T25)

j. Auto-tutorial lab workstation upgrade

k. New Lab installed.

Business Organization and Management

Bus/Tech and PDC shared Lab.

Physics Lab.

l. Network upgrade.

Complete Fibre-optic backbone installation.

Connected workstations to backbone.

Student Personnel Services

a. Five computers upgraded to Pentiums, 4 were upgraded to 386's.
b. Revamped interface between SAM and Accounts Receivable to accommodate changes in Federal Loan Programs.
c. Access to Bitnet and E-mail. **Financial Aid**
d. Added equipment for visually impaired students. **Special Student Services**
e. Requested budget increase of Networked Laser Printer for Office of Admissions. Additional phone set for receipt of incoming Admissions calls. Establishment of Guidance Hot-Line. **Admissions**
f. Full implementation of STAR TEL.
g. Degree audit pilot project. **Registrar**
h. Purchase of a new copier for Club use. **Students Affairs**
i. One computer upgraded. **Health Services**

***No Progress To-date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

4. Increasing the college' flexibility to provide innovative vocational and continuing education programs;

Academic Affairs

a Encourage greater interaction between academic divisions and the Division of Community Services, Adult and Continuing Education + EOC, eg. PDC + Business-Initiated, Small Business Institute + EOC + Office Technologies Bridge Program + PIC + Medical Assisting Program

Administrative Services

a Provided conference room support for video teleconferencing. **Campus Services**

Community Services

a In 1994 - 1995 the ESL Program served 530 - 640 students in 40 to 50 sections per term during its 3 terms, generating about 300 FTE's up from 268 FTE's in 1993 - 1994. Over 1993 - 1994, enrollment and revenue were up 11 and 15 percent respectively. **ESL Program**
b The 70th musical birthday tribute for local resident composer Elias Tanenbaum.
c. The Boys Choir of Harlem and preceding media spread for this group (both locally and across the US.)
d. The world eminent classical guitarists Sharon Isbin and Manuel Barrueco.
e. The Pulitzer-prize poet Yusef Komunyakaa.
f. The highest paid attendance audiences for Camerata concerts to date.
g. A sold-out performances for Dancesworks for Children.
h. Full capacity audiences for the Boys Choir of Harlem.
i. A noticeable increase in the number of students attending performances like Nikolais/Louis Dance, Boy Choir of Harlem, Theatre Connection and the Camerata concert. **Cultural Affairs**
j. Created credit Medical Secretary Certificate Program.
k Started first cohort for credit Paralegal Certificate program which graduated 18 people
l. Expanded Small Business Institute.

m Adapted current college programs/courses to intensive model to meet needs of Project Transition **PDC/Project Transition**

n 1994 - 1995 Number of Enrollments 4,341
Number of Courses 143
Number of FTE's 76
Mainstream

College Community Relations

Not applicable

Educational Opportunity Center

a Ambulette driver six week training program was initiated in collaboration with American Ambulette Company. The program aims to encourage recruitment of male students and to shorten training time for job placements. Fifty job placements are expected

b Entrepreneurial Training Program initiated in collaboration with the YMCA and other agencies in Yonkers. EOC will provide the classroom training for participants of the newly established Yonkers entrepreneurial Center

Evening Services

Not applicable

Information Systems

a Purchased and installed Lotus Notes

b Assist with Implementation

Student Personnel Services

*NPTD

**No Progress To-Date

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

5. Increasing the involvement of community businesses and agencies in planning to meet their needs;

Academic Affairs

a. Twenty-five members were added to the College's advisory boards.
b. Initiated a *Supervisor's Training* program for supervisors in over 100 agencies that serve as full placement sites in Human Services program.
c. Two new Advisory Boards were formed in Paralegal and Co-op Education.
d. Conducted the 8th Annual Same Day Same Time Advisory Board meeting.
e. Developed with the Foundation the Distinguished Visitors Program that had 3 visitors attend business classes.
f. Started student chapter of the NYS Professional Engineering Society.

Administrative Services

a. Consulted with business leaders and experts in the field of: Recycling, Photo-reproduction, Security and Telecommunications.
b. Attended NYNEX Seminars on the future of Telecommunications in education.

Campus Services

Community Services

a. Met regularly with Peekskill/Corlandt Chamber of Commerce and hosted a meeting at the Peekskill site.
b. Ongoing contact with businesses for the purposes of training and employment recruitment. **Peekskill**
c. Have worked with Community Services Advisory Board in productive sessions gathering valuable input. **ESL Program**
d. Encouraged growth and strengthening of advisory boards for all departments including EOC.
e. Developed or implemented programs were businesses and community agencies are partners in the planning process - e.g. NYNEX, Office of Aging, GM. **Adult and Continuing Education**
f. In conjunction with the Brownfields Initiative grant application developed a local partnership of Westchester County government, businesses, and associations which will be the foundation for additional grant and funding applications.

g. Expanded the network of local businesses, community leaders and government officials to a national consortium of institutions of higher learning, business, and associations.
h. Developed political support for both grant applications by communicating directly with key political personnel and their staff including Senator D'Amato, Senator Moniyhan, Representative Lowy, State Senator Spano, County Executive Andy O'Rourke, and numerous County Officials. **EPA Grant**
i. Attended monthly meetings of Chamber of Commerce, ASTD, Hispanic Chamber, Breakfast Club - Institutionalized breakfast meeting with key referral sources for Project Transition. **PDC/Project Transition**
j. Program Administrator has been an active member of the Westchester County Senior Employment Committee and Senior Employment Committee and Senior JOBNET **Mainstream**

College Community Relations

Not applicable

Education Opportunity Center

a. EOC became a member of the Yonkers Chamber of Commerce and internships have been developed through the latter.
b. A capital campaign is being planned through the EOC Local Advisory Board.
c. EOC continues to explore job internships through other business and community organizations.

Evening Services

Not applicable

Information Systems

NPTD

Student Personnel Services

a. Involved with several community agencies which serves the disabled.
b. Sought and received broad community support for proposal for building funds for new Children's Center especially Child Care Council and DSS.
c. Coordinated work with agencies serving homeless to support program at Coachman for adult residents.
d. Renewal of DSS license for day care.
e. Initiated plan for National Advisory Board for new Children's Center. **Special Student Service**

f. Collaboration with faculty to promote WCC to agencies and businesses ex. Bronx Police Force, National Guard, Residential Treatment Centers, Challenge Project at Camp Smith. Inclusion of community businesses and agencies in development of Minority Recruitment Plan. **Admissions**

g. Began the process of organizing an Employment Advisory Council (EAC) which will have the mission of creating macro-level strategies for the employment of JobSTAR grads and other public assistance recipients in the county. **JobSTAR**

***No Progress To-date**

PROGRESS TO-DATE .

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

6. Keeping up-to-date about the demographic and economic changes in the region;

Academic Affairs

*NPTD

Administrative Services

*NPTD

Community Services

a. With the help of the College Office of Institutional Research and local agencies have kept abreast of trends. **ESL Program**

b. We have been heavy users of IR this year. **Adult and Continuing Education**

c. Ongoing monitoring of demographic trends and economic changes has been done to assist in curriculum planning for extension sites. **Extension Programs**

d. Demographic reports have been regularly monitored showing that Westchester County will experience an age shift from an under 35 age group to an over 35 group, one of the largest cohorts being young older adults 50 +. A significant increase will be in older seniors as well. **Mainstream**

College Community Relations

Not Applicable

Educational Opportunity Center

a. Current data on employment, active ADC cases, and changing demographics in Westchester maintained

Evening Services

a. Work with the Office of Institutional Research to periodically generate for the adjunct faculty a profile of the adult learners at Westchester Community College
b. Generate information on the profile of the adjuncts at Westchester Community College

Information Systems

*NPTD

Student Personnel Services

a. Developed excellent database on County to use in several proposals **Special Student Services**
b. Use of High School Graduate Report to assess changes in feeder high schools **Admissions**
c. N.A. for this year so far **JobSTAR**

*No Progress To-date

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

7. **Continuing to attract students by enhancing the visibility of the college throughout the WCC service area as an educational resource of quality, and informing the public about the programs, courses and services it offers; and**

Academic Affairs

a. Hosted approximately 462 outside groups, 296,745 people to on campus events
b. College visibility is enhanced through numerous divisional activities: Danceworks, Theatre Connection, The Camerata, Curriculum Program Day, Film Series, NYS Media Arts Festival.
c. Media services provided 89 teleconferences involving many outside groups
d. Another successful year of COSMATEL offerings
e. Participated in informal articulation signings with Pace, Regents Colleges, and Manhattanville.

Administrative Services

a. Assisted in implementation of Star Tel Registration System. **Business Office**
b. Currently using electronic calendar to effectively track events and plan services to be provided.
c. Installed telephone registration site/bank in Science Lounge.
d. Designed and produced graphic template for various curriculum chair to use in creating "New Student Retention Letter" so that it could be efficiently run off in Repro Center.
e. Produced "Student Advocacy" Brochure utilizing in-house sources and commercially prepared multi-colored brochures blanks.
f. Provided mail/postage support for bulk mailing for college programs. **Campus Services**

Community Services

a. Conducted 14 open houses and on-site registrations in Peekskill and Mahopac for the purpose of introducing new students to the college.
b. Did extensive advertising in local press for open house, workshops and classes.
c. Conducted TV and radio interviews and attended community fairs and events.

Peekskill

d. Have made minor revisions in brochure copy each term; increased marketing to current and former students to raise reenrollment rate and reduce attrition. **ESL Program**
e. Develop a marketing concept to introduce the College's expanded cultural season, and apply this concept in publications and media information.
f. The *Arts at WCC:* the 1994 - 1995 Cultural Arts Brochure. The design and copy writing for this new initiative was fully undertaken by the Office of Cultural Affairs. It represented a new direction and image for the College's performing arts programming. A 45,000 piece mailing of the brochure took place in August 1994, plus a 30,000 piece Spring mailing in December, 1994.
g. The Camerata Brochure: a redesign of this publication produced increased ticket sales for the expanded multi concert series.
h. Media Attention: in conjunction with the College's Office of College-Community Relations Widespread media attention was given to some of the Colleges events like Boys Choir of Harlem, Danceworks, and Nikolais/Murrary Louis Dance Company.
i. On Campus Marketing: Several attempts at communicating our programs to students, staff, and faculty were made during the course of the year. Graphically-interesting posters were mounted all over campus. The Office of Community Relations, supplied with more detailed information by the Office of Cultural Affairs, was able to publicize events through its publication of the *Campus*. Articles and listing information were given to the *Viking* students newspaper.
j. Event Programs: Efforts were made to upgrade the flyers distributed to audiences of campus cultural events. This includes cross marketing efforts such as an advertisement placed in the Westchester Symphony program, flyers distributed through the Westchester Library System as well as at other cultural events by outside organizations like the Actors Conservatory Theatre.
k. Introduction of varied programming (i.e. Tanenbaum concert-local composer) to attract local *avant-garde* audiences.
l. Introduction of diverse cultural programming (i.e. Boys Choir of Harlem) to attract target populations for increased student and community group attendance. Continuation of *specialized* programming (i.e. guitar series) to attract a cross section of the public.
m. Expansion of student based performances (i.e. Theatre Connection, Danceworks) to attract families, friends, the general public.
n. Continuation of marketing efforts through cross marketing strategies (i.e. ads in other organizations' pamphlets, flyers distributed at other events and other locations.

Cultural Affairs

o. An initiator and active participant in the Marketing Committee. The Committee developed a college wide marketing plan, took it to all campus constituencies, and is currently developing strategies for its implementation. **Adult and Continuing Education**

p. Marketing plans were developed in conjunction with College Community Relations Dept. and Admission Office to promote new programs in Peekskill and New Rochelle via paid advertising, press releases, public service radio announcements, public open houses, etc. **Extension Programs**

q. Redesign Community Service Brochure.

r. Marketed three issues of the PDC newsletter - 6000 copies mailed.

s. Mailed PDC Brochure to 6,000 business in Fall and Spring.

t. Created special mailing for TraveLearn, Small Business Institute and Teachers Enrichment/Sabbatical Program.

u. Publicized Project Transition through article in NY Times, Westchester Business Journal and Women's News.

v. Referred 900 adults to WCC courses and community agencies. **PDC/Project Transition**

w. Mainstream had exposure in local newspaper with a combination of paid ads and feature stories. Mainstream staff have participated in local county-wide events enhancing visibility. Mainstream continued to host Aging Awareness Day in which 200 senior participated. **Mainstream**

College Community Relations

a. Produced Marketing Plans for the college, culmination of several years' work by Marketing Committee, chaired by CCR director and Betsy Weiner.

b. Produced *Connections*, a new college search piece for use by Admissions in new student recruitment. It incorporated themes developed in Marketing plan.

c. Completed 1995 - 1997 college catalog, meeting once again the two-year cycle put into place with previous catalogue.

d. Completed switch from a single, thick publication to two slimmer, more targeted publications for our major county-wide fall and spring mailers to the community: *Continuing Education Courses* and *Evening, Weekend and Extension Site Courses*.

e. Continued refinement of our award-winning *Student Handbook*, an important student retention tool.

f. Conducted mini-marketing campaigns for new extension sites in Peekskill and New Rochelle, and for special continuing education programs such as quality institute and paralegal.

g. Conducted special marketing blitz for spring semester which incorporated print, radio, and for the first time, cable advertising. Also scheduled bus shelter ads for first time in a couple of years.

h. Did special print ad campaign for summer sessions, both credit and non-credit.

i. Did special program of news release and photo placements to support cultural arts program.

j. Worked with Public Relations Committee of Foundation People and CCR (chaired by Betsy Weiner) in monthly meetings planning program of stories and features to support Marketing Plan themes of quality, affordability, and accessibility; efforts supplemented by retention of consultant Carolyn Mandleker on a project basis.
k. Planned and carried out special events such as opening of Peekskill site in August 1994, September 1995 reception about link between Westchester Library System and WALDO, October visit of Chancellor Bartlett and celebration of Tech Prep Yonkers SD link.
l. Began planning process for 50th Anniversary year.

Educational Opportunity Center

a. Established Marketing/Publicity committee that meets once a week to expand recruitment and enrollment efforts: posters, billboards, radio, and television advertisements.

Evening Services

a. Work with the Office of Institutional Research to provide data on the retention and successes of part-time students who earn an associate degree or certificate, or who transfer to a four-year institution, or get a good job.

Information Systems

a. Upgraded and implemented the *Star Tel* telephone registration system.
b. Upgraded Academic workstations.

Student Personnel Services

a. Several workshops done in community centers, schools and off-campus sites. **Financial Aid**
b. Extensive outreach to high schools related to students with disabilities; participate in SUNY/CAP for above.
c. Extensive outreach for summer 1994, the pre-freshman summer program; targeted mailings and presentations. **Special Student Services**
d. Increased College participation at college fairs/presentations with new emphasis on attraction of adult and part-time students. Creation of a new admissions brochure and viewbook. Visibility through use of faculty in phone and letter writing campaign. Newsletter to Guidance Counselors in Westchester, Bronx, and So. Putnam counties Spring/summer newsletters to traditional age applicants, parents of applicants and adult applicants. Enhanced visibility through non-traditional recruitment methods such as Rotary Clubs, Bronx Police Force. Involvement in professional organizations on the national, state and local levels. **Admissions**

e. Developed a prototype for a "general purpose" brochure to be distributed to prospective students, community organizations, and members of the business community. **JobSTAR**

f. New organizations and activities were added to Student Senate in order to attract more students. **Student Affairs**

g. Distribution of new program brochure to all current referral agencies, former and current student affiliated with Women's Forum.

h. Coordinator of off-campus participation in community and agency service through County Task Force

i. Conference and guest speaker events highlight campus and program offerings **Women's Forum**

*No Progress To-date

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

8. Expanding the physical plant to provide adequate space;

Academic Affairs

a. Classroom Building: painted, new roof installed, work on elevator initiated.
b. Technology Building: upgraded and remodeled the PAT laboratory, Strength and Materials and Welding labs started upgrading of T139 as the NYNEX telecommunications room.
c. AAB: installed a new lighting system in the theatre.
d. Student center: renovation of the WARY radio station.

Administrative Services

a. Secured $11.3 million from state university construction fund. For the Library expansion and related projects
b. Secured state funds to reimburse 50% of the cost of the Master Plan. **Business Office**
c. Children center contract work in progress
d. Master Plan being followed.
e. Library Expansion/Rehab contractor chosen by the college. **Buildings and Grounds**
f. Maximized use of Admin Building Conference Rooms.
g. Clean and Reorganized Admin Building Records Storage Room. Campus Services
h. Food Service created lounge area for dining and special events for the student body. **FSA**

Community Services

a. Opened a new 10,000 sq. ft. facility consisting of 2 computer labs, 2 studio art rooms and 6 classrooms.
b. Increased computer lab capacity by 5 computers resulting in an increase in tuition and 5 FTE's per semester. **Peekskill**
c. As part of a divisional reorganization, the ESL program will be moving from the Administrative Bldg. to its own facilities in AAB-302, in a move that will more efficiently utilize existing college space. **ESL Program**
d. Wrote proposal and budget for off-campus space in Hawthorne for PDC/CS. **PDC/Project Transition**

College Community Relations

a. Assisted with publicity for Children's center ground-breaking event.

Educational Opportunity Center

a. Developed and received approval of plans to move EOC to expanded facilities (50% more space) at 20-26 South Broadway in Yonkers.

Evening Services

Not applicable

Information Systems

*NPTD

Student Personnel Services

a. Groundbreaking a new Children's Center.
b. Prepared proposals for external state funding for new Children's Center. **Special Student Service**
c. Increase the numbers of students who register by telephone means better utilization of the limited space in the Administration Building. **Registrar**
d. Creation of new club room in the basement of the Student Center and movement of the newspaper office and expansion of the WARY radio station. **Student Affairs**

No Progress To-Date

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

9. Developed satellite campuses distant learning technologies, and other alternative education delivery systems;

Academic Affairs

a. Offered 21 TV/Radio cassette course.
b. Worked collaboratively with the Division of Community Services to offer 185 sections of courses at the extension sites.
c. Developed distance learning programs in recycling and bioremediation.
d. Opened New Rochelle site at Blesses Sacrament High School.

Administrative Services

a. Provided Telecommunications support to Peekskill.
b. Re-arrange Admin Conference Room to accommodate video conferences. **Campus Services**
c. Developed a relationship with the Northern Westchester Center for the Arts. **Business Office**

Community Services

a. Opened new Peekskill Satellite offering classes in computer arts, studio arts, general education and a full array of support and administrative services.
b. Provided admissions registration and business office functions in Peekskill. **Peekskill**
c. Have begun ESL courses in Peekskill.
d. Have begun acquiring multimedia hardware and software for self-paced language learning. **ESL Program**
e. Peekskill opened after 2 years of planning
f. Opened New Rochelle.
g. Expanded Mainstream and PDC offerings to many new sites (see Off-campus report to Board of Trustees - June 14, 1995)
h. Won the Westchester Municipal Planning Federation Commendation for Outstanding Planning Achievement in Peekskill.
i. Participated on CODE Board of Directors.
j. PDC developed 3 non-credit courses on Lotus Notes for Distance Learning **Adult and Continuing Education Program**

k. Continued work on the development of a long distance learning program for Recycling. **EPA Grant**
l. New center in Peekskill was successfully launched in Fall '94 as was New Rochelle site; both locations exceeded initial enrollment projections. **Extension Programs**
m. Developed distance learning Lotus Notes courses in Problem Solving, Effective Team Building and Recycling
n. Conducted a series of 8 teleconferences for small and mid-sized manufacturers
o. Created a Lotus Notes site with purchase of Novell Netware Server. **PDC/Project**
p. For the first time Mainstream offered 8 courses this year at the Peekskill extension site. **Mainstream**

College Community Relations

a. Planned and carried out special August events opening new Peekskill site.
b. Conducted special mini-marketing campaigns for new sites in Peekskill and New Rochelle for Fall 1995 and Spring 1995 semesters, and for Peekskill for Summer 1995

Educational Opportunity Center

*NPTD

Evening Services

NPTD

Information Systems

a. Purchased and installed LOTUS NOTES
b. Assisted with Implementation

Student Services

NPTD

***No Progress To-date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

10. Responding to the needs of special students with new initiatives and expanded programs;

Academic Affairs

a. Reviewing recommendation that incorporates major elements of the college success course in Business Organization and Management to improve retention and academic performance.
b. Developed the ESL Council to develop a stronger academic performance for credit and non credit students.
c. Media Services developed video instructional tapes for Japanese ESL students.
d. Meeting continue to help departments sensitize faculty to LD situation and spell out services available for students, review and revise guidelines and handbook; explore further accommodations for challenged students.
e. Progress made on removing physical barriers.

Administrative Services

a. ADA Capital Project started. **Buildings and Grounds**

Community Services

a. Established a non-credit, daytime ESL program in Peekskill beginning in Spring 1995.
b. Offered a range of Mainstream classes in Fall and Spring.
c. Developed an Art lecture series focusing on topics related to digital art.
d. Hosted 6 exhibitions of digital art, 4 by professional artists and 2 by student works.
e. Conducted children's art classes in drawing and painting and cartooning. **Peekskill**
f. The creation of the ESL Council by this Division and the Division of Humanities has begun work toward improving services for college bound, limited English proficient students. **ESL Program**
g. Initiated and Chair ESL Council, to develop coordinated strategies to better serve our LEP population.
h. Co-Chaired Title III effort on ESL. **Adult and Continuing Education**

i. ESL and Mainstream classes were offered for the first time in Peekskill in Fall 1994. **Extension Program**
j. Increased enrollment of Dislocated Workers into credit classes by 35%.
k. Expanded ESL to Peekskill and New Rochelle.
l. Expanded training to dislocated workers and displaced homemakers through the EDWAA grants, WP PIC grant and JTPA funding.
m. As a member of the ESL Council, recommended increased integration of the credit and non-credit ESL programs, consistent testing and placement of LEP students, and one point of entry for admissions, testing, placement, counseling. **PDC/Project**
n. Mainstream developed a new curriculum of intensive remediation/computer training targeted to at-risk, low income, minority older adults whose employment opportunities are limited. **Mainstream**

College Community Relations

a. Provided special marketing material for ESL programs, and targeted publications for students; disabled brochure, "Don't Drop Out, Drop In," Women's Forum materials.

Educational Opportunity Center

a. New program initiated in collaboration with Rockland Community Mental Health center to provide Basic Skills/GED to seriously mentally ill clients (see Goal 1, #2)

Evening Services

a. Continue to work to expand the tutorial services for the part-time students who take classes in the evening and on the weekends.

Information Systems

a. Install Zoomtext software to aid visually impaired students.

Student Personal Services

a. Conducted small workshop for special groups. **Financial Aid**
b. Improved tracking support and outreach for students with disabilities.
c. Implemented summer 1994, a pre-freshman summer program.
d. Implemented small tutoring program for ESL students in EOP.
e. Maintain EOP program. **Special Students Services**
f. Promotion of Honors Program to accelerated high school students. Development of a Minority Recruitment Plan. Enforcement of WCC policy toward non-high school grad applicants. Expanded recruitment efforts towards adult students. Increased coordination with ESL non credit program. **Admissions**
g. Instituted a series of bi-monthly orientations for new and continuing students.

h. Formed the Career Development Club which is open to all WCC students and promotes job readiness, employment and career planning. **JobSTAR**

i. Greater funding of honors activities and creation of new organizations such as the Club Jamaica. **Student Affairs**

j. Initiation of telephone counseling hours.

k. Initiation of new priority pre-registration process and procedures through StarTEL to enhance existing registration assistance.

l. In cooperation with other campus entities, developed special programs to educate and assist students in areas such as domestic violence, financial planning.

m. Increased referrals to other campus and community resources to provide additional supportive services to students. **Women's Forum**

***No Progress To-date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

11. Enlarging and enhancing the developmental education program.

Academic Affairs

a. Increased the use of computerized math programs for remedial courses.
b. Conducted the first "Jump-Start" program for newly enrolled students.
c. Plans have been developed in the English and Reading Department for a "Bridge" or vestibule program. Further investigation of these plans in needed.
d. New Nursing prerequisite skills program was started through the ASC.
e. Established the Tutorial Council for better coordination of all tutorial programs on campus.
f. Budget increased and monies procured from grants.
g. Spring 95 saw the beginning of 100% testing for first-time, full-time students; additional sections are planned for Fall 95, to accommodate remedial students registering late.

Administrative Services

*NPTD

Community Services

a. The creation of the ESL Council by this Division and the Division of Humanities has begun work toward improving services for college bound, limited English proficient student.
b. Until February was responsible for much of the EOC program including its developmental components.
c. Initiated Group Counseling.
d. Developed BRIDGE II.
e. Did faculty development.
f. Oversaw reports and client flow procedures.
g. Obtained more clerical resources in DSS.

h Worked with the Advisory Board in planning the move to 20-26 South Broadway, etc
Adult and Continuing Education
i Expanded the NYNEX developmental studies program by 30%.
j Increased enrollment in GM computer assisted college skills.
k Increased funding in Project Transition to reach more students. **PDC/Project**

College Community Relations
NPTD

Educational Opportunity Center
a Equipment for 10 Workstation remedial/vocational lab provided by SUNY/OSP (see Goal I #3)

Evening Services
a Plan several faculty development programs focusing on the needs of the adjuncts.

Information Systems
a Developed software to upload placement test scores.
b Modified Student Receivable software to support the collection of testing fees.
c Installed a workstation and guidance software.
d Installed a workstation and developed and installed the Tutor system for the purpose of tracking tutored students.
e Installed additional tutoring software in the Academic Support Center.

Student Personnel Services
a Initiated application for Title III support with major component for developmental students.
b Completed research wrote position paper on low income developmental students
Special Student Services

***No Progress To-Date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

12. Expanding and enhancing student and academic support;

Academic Affairs

a Supported the development of the automated graduation audit project.
b Systems have been developed in the ASC to be able to track remedial students throughout their stay at WCC.

Administrative Services

*NPTD

Community Services

a Established a regular scheduled of academic counseling in Peekskill and in special advertised sessions in Mahopac.
b Developed an ongoing schedule of placement testing and financial aid workshops.
c Provided regularly scheduled math tutoring sessions.
e Obtained 2 computers from FSA for general student use. **Peekskill**
f The ESL director has provided academic advisement for approx. 350 students in 1994-95 plus telephone consultations. Through ESL Council efforts, liaisons have been improved with Counseling. **ESL Program**
g At EOC developed new counseling procedures.
h For divisional programs, staff worked with campus support teams e.g. Algebra brush up for NYNEX, Counseling for Peekskill, etc. **Adult and Continuing Education**
i Additionally academic counseling services were offered this year at all extension centers. Academic tutoring services were begun in Peekskill. Peekskill also now offers full registration services on site, with other sites offering one or two registration nights per semester. **Extension Programs**
j Worked with Academic Support Center to provide Algebra brush-up for NYNEX AAS degree students in Telecommunication. **PDC/Project**

College Community Relations

a. Continued refinement of our award-winning *Student Handbook*, production of other student retention materials.
b. First-time production of registration reminder postcard to be sent to current students re. Fall 1995.

Educational Opportunity Center

NPTD

Evening Services

a. Worked with facilities coordinator and community services to receive information on room assignments, room changes, available rooms, (when needed) etc.

Information Systems

a. Administration Building workstation upgrade
b. Academic Secretarial workstation upgrade
c. Counseling workstation upgrade
d. Cad Lab (2) workstation upgrade
e. Mathematics Lab workstations upgrade
f. Management Lab workstation upgrade
g. Keyboarding Lab workstation upgrade
h. Library Open Lab workstation upgrade
i. C.I.S. and C.S. Lab workstation upgrade (T25)
j. Auto-tutorial Lab workstation upgrade
k. New Labs Installed
   Business Organization & Management
   Bus/Tech & PDC shared Lab
   Physics Lab
l. Network Upgrade.
   Complete Fibre-optic backbone installation
   Workstation connected to the backbone.

Student Personnel Services

a. Support group for student parents.
b. Tutoring and counseling support in academic year for summer 1994 students.
c. Special testing and workshop support for student with disabilities. **Special Students Services**
d. Assisting in awareness and implementation of Universal Testing Program. **Admissions**
e. Created special academic workshops for incoming students in the areas of math and science which were successful in boosting first semester math/science competencies. **JobSTAR**
f. STAR TEL. Degree Audit. **Registrar**

g. Counselor outreach project to students who, based on their poor academic record, would have been academically dismissed following Fall 1994 semester, but who will return and receive enhanced counselor support during Spring 1995. Number: 212.

h. A follow-up study of the effectiveness of the intervention will follow. **Counseling**

***No Progress To-date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

13. Increase the number and diversity and maintain the quality of the faculty;

Academic Affairs

a. Affirmative Action activities enhanced by the Affirmative Action officer and Office of Multicultural Programs
b. Only increase in staff was the Director and secretary in the Office of Multicultural Programs
c. Hired faculty in Foods (twice) and Nursing and Math, and concluded search in Biology and Human services

Administrative Services

*NPTD

Community Services

a. Major effort to increase percentage of faculty with MA in TESOL or applied linguistics and appropriate experience has been successful. Ten percent of current adjunct faculty is non-white. **ESL Program**
b. Participated in new campus faculty orientation.
c. Monitored programs for divisional faculty assuring teaching excellence - e.g. ESL meetings with Program Director, attend WAW faculty meetings, etc. **Adult and Continuing Education**
d. Faculty recruitment for extensions is the responsibility of dept. chairs but communications with faculty has been maintained by our office via mailings, phone, and periodic site visits. **Extension Program**
e. Recruited new faculty through advertising in local media for computing, business and continuing education courses. **PDC/Project**
f. Faculty pay rate was reduced to $28 in keeping with the established non credit teaching rate at W.C.C.
g. Mainstream successfully attracted twenty new teachers on and off campus classes, filling a number of openings created by tenured faculty who left due to the decrease in pay rate. **Mainstream**

College Community Relations

a. Increased outlets for and refined and clarified procedures for personnel advertising Publicity for Chancellor's Awards, faculty promotions, etc. Produced "Faculty-Staff Accomplishments 1994-1995."

Educational Opportunity Center

NPTD

Evening Services

a. Work with Associate Deans who can influence the Department Chairs to diversify the adjunct and faculty and provide them with the needed support to achieve this goal

Information Systems

a Upgraded and implemented the "Star Tel" telephone registration system
b Upgraded Academic workstations

Student Personnel Services

a. Developmental activities for faculty in Children's Center.
b. Faculty workshops to increase knowledge of students with disabilities, faculty handbook **Financial Aid**

***No Progress To-date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

14. Increase the number and diversity and maintain the quality of clerical and professional support staff;

Academic Affairs

a. Concern continues to be expressed about the shortage of clerical staff in some areas

Administrative Services

a. The Business Office PC's have been integrated onto the college's local area network. This has allowed the sharing of data files/information resulting in a greater flexibility and functionality of staff.
b. The integration of more sophisticated off-the-shelf software (ie. Windows, Excel, etc.,) has taken place. More technical training is planned for the upcoming year. This formalized training raised the individual skill levels of staff making them a more valuable and resource to themselves and the college. **Business Office**
c. Cross train departmental staff to provide for minimal interruption of services during peak periods or employee absence. **Campus Services**
d. Training the clerical staff in the Bookstore, Food Service and FSA Administration in the new systems being installed. **FSA**

Community Services

a. Created a cohesive team of clerical and professional support staff to handle the complex functions of computer lab management, office administrative functions and facility operation. **Peekskill**
b. A F/T Gr. 6 Office Assistant, Spanish-speaking has been hired. **ESL Program**
c. Divisional liaison with Personnel (one of most challenging aspects of job.)
d. Increased communication with all levels of staff assuring more knowledgeable staff and encouraging in-put. **Adult and Continuing Education**
e. Provided training to support staff in Aldus Pagemaker. **PDC/Project**
f. Mainstream has had clerical interns from the WCC Co-op extension program and WCOFA. As a training site, we have increased out clerical staff, while offering the trainees a unique opportunity to interface with an older adult population. **Mainstream**

College Community Relations

a. Successfully nominated Joan Hart for Foundation's Staff Excellence Award

Educational Opportunity Center

NPTD

Evening Services

a. Target jobs and departments where efforts should be directed to correct the identified deficiencies. Establish a strong EEO policy and affirm the college's commitment to equal employment opportunity

Information Systems

*NPTD

Student Personnel Services

a. Increased support for mandated testing accommodations. **Special Student Services**
b. Provided some in-house training to staff in various PC applications.
c. Increased the level of staff input into program development activities by involving them in various team activities and special projects. JobSTAR
d. Four out of seven support staff employees in the Registrar's office are now highly qualified minority personnel. **Registrar**

***No Progress To-date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

15. Increase funding and maintaining accreditation for the College.

Academic Service

a. An example of how some faculty assisted with fund raising in Professor Sclafani's successful efforts to raise $5,000.00 on scholarships for Italians.
b. Conducted a successful Middle State Self Study in preparation for the Site Visit in early May.
c. Explore additional revenue streams - ongoing

Administrative Services

a. Provided guidance, support and production resources for the self-study project. **Campus Services**
b. Conducted internal audits to assure compliance with various regulations and validate systems of internal controls.
c. Participated in proposal to secure a grant from the Reynolds Foundation for the construction of a new Bookstore.
d. Participated in proposal to secure a Grant from the New York State Urban Development Corporation of the Children Center.
e. Reported on $5.7 million in performance grants to a variety of agencies.
f. Reported on $5.6 million in Financial Aid Grants, Awards, and Loans. **Business Office**

Community Services

a. Continued to produce a surplus budget in the first year of operation in the new site.
b. Invested $30,000 in systems upgrades and still showed a profit. **Peekskill**
c. For 1994-1995 the ESL Program will have generated about 900K in revenue with a profit of over 400K. 1993-1994 revenue from tuition and state aid was 750K. **ESL Program**
d. Member of Middle States Steering Committee.
e. As Division of Continuing Ed. many of our activities are developed to increase funding for college - e.g. all grants and contracts. **Adult and Continuing Education**
f. Developed an extensive grant application for approximately 5.4 million dollars which was submitted to EPA at the beginning of May 1995. **EPA Grants**

g. Wrote $5.4 million grant to EPA
h. Wrote $200,000 grant to EPA for Brownfield.
i. Wrote $30,000 Sloan Foundation Grant.
j. Wrote sub-committee chapter for Middle States on PDC and Community Services.

PDC/Project

k. The Mainstream budget deficit was significantly reduced due to a Fall '94 staff reorganization and consequent reduction of staff time. A re-allocation of staff time for remedial course development, along with securing two major training grants, significantly increased remedial FTE's.
l. FTC's earned:

1993 - 1994	1994 - 1995
60	76

Mainstream

College Community Relations

a. Coordinate SUNY Day participation, legislative lobbying on 1995-1996 state contribution to budget, increased student participation.
b. Participated in Middle State Self Study and site visit.

Educational Opportunity Center

a. Obtained over $300,000 in grants to support current and new programs.

Evening Services

a. The Middle States Self-Study Report should be a guide to continued efforts to maintain the college's accreditation.

Information Systems

NPTD

Student Personnel Services

a. Project lost funding for 1994 - 1995 due to a drop in enrollment. **JobSTAR**

***No Progress To-date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

16. Assuring a safe, accessible campus;

Academic Affairs

a. Science Building brought into ADA compliance with accessible ramps and renovations planned/begun in bathrooms.

Administrative Services

a. Secured $3.1 of state aid for handicapped projects and campus wide traffic/site improvements. **Business Office**
b. Monitored the activities of the Housekeeping staff to assure maximum performance. **Campus Services**
c. Replace existing security company.
d. Added one additional security patrol auto.
e. Consolidated and revamped existing building and parking lot guards during the school year to promote more visibility and efficiency.
f. Equipped all guards with two-way radios. **Security**

Community Services

a. Opened the new Peekskill center in a clean, accessible environment.
b. Worked with the City of Peekskill to develop a mutually agreeable parking plan.
c. Provided regular nighttime security patrol for the facility. **Peekskill**
d. Encourage security for off-campus sites. **Adult and Continuing Education**
e. Keep office open until 8:00 pm Monday through Thursday. **PDC/Project**

College Community Relations

a. Produced brochures on automobile regulations, champ safety and driver education.

Educational Opportunity Center

*NPTD

Evening Services

a. Contact adjunct faculty who hold late classes (past 9:30 pm) to ascertain their needs and provide for their safety when they leave classes to go to the parking lots.
b. Work with the Vice Presidents, Associate Deans and Directors to become familiar with the variety of available resources, and communicate this information to the evening adjunct faculty via the "News and Views" and to the evening part-time students via Student Forum.
c. Establish a comfortable, cooperative and collaborative working relationship with significant (key) persons in each administrative office of the college.
d. Establish a procedure whereby the Assistant Dean of Evening Services routinely receives information about meetings which are held in the evening (for information, support purposes and dissemination.)

Information Systems

NPTD

Student Personnel Services

a. Work with campus offices and committees to ensure accessibility to students with disabilities; advocate for individual students.
b. Maintain safe environment at Children's Center. **Special Student Services**
c. Faculty Student Association supporting programs to protect college family. The FSA provided funding for improved guard service and evening security. **Student Affairs**
d. Initiated the 911 procedure with Greenburgh Police/Ambulance service at no cost to WCC students
e. Assisting in developing an Institutional Infection Control Plan.
f. Processed 8,000+ immunization documents and 400+ Allied Health physicals **Health Services**

*No Progress To-date

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

17. Providing improved access to college facilities, services, equipment, and programs;

Academic Affairs

a. Careful planning facilitated an optimum number of sections under the available funding. Average class size of 22 as a minimum was maintained.

Administrative Services

a. Accepted tuition payments to a lock box began in April, 1995 for the Fall, 1995 semester. The $3.1 million of state funds for handicapped projects and campus wide traffic/site improvements included $605,000 for improving access for the disabled. **Business Office**
b. Instituted generic E-mail ID for receipt of routine requests which provides for faster, more accurate and more efficient performance of requested services.
c. Budgeted and got approval for computer for repro center (installation pending)
d. Purchased industrial strength plain paper fax machine for campus services office.
e. Received new physical inventory program from IS. **Campus Services**

Community Services

a. The ESL Program will move in latter 1995 to AAB 302, which will improve access to the program for students, faculty and the public. **ESL Program**
b. Much of Divisional activity falls in this category.
   New extension sites
   New Distance Learning technologies
   New Mainstreams and PDC populations served
   Opportunity for Welfare recipients through Bridge II and CACE.
   New computer Lab in CL 321 etc. **Adult and Continuing Education**
c. Provided evening hours for registration and customer services. **PDC/Project**

College Community Relations
*NPTD

Educational Opportunity Center
NPTD

Evening Services
a. Work with Nursing Department person in charge of facilities assignments, security and Academic Dean (for snow emergencies) to prepare for, and deal with, emergencies that may arise in the evening
b. Work with all individuals in charge of facilities assignments for credit and non-credit programs, and be informed on a daily basis about scheduled meetings on campus

Information Systems
a. Additions and upgrades have been made in hardware and software.

Student Personnel Services
a. Worked more closely to identify students with access issues. **Special Student Services**
b. Make Student Center accessible to disabled students. New elevator was constructed for access to all floors of the Student Center Bldg. New bathrooms were constructed to accommodate disabled students. **Student Affairs**

***No Progress To-date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

18. Increasing and supporting faculty development and activities.

Academic Affairs

a. Started the new Center for Faculty and appointed part-time Director to plan and conduct activities. Supported the efforts of the newly instituted Evaluation of Department Chairs.
b. Many faculty development activities have been sponsored on the departmental level. English Department: Computer classroom, computer lab for writing instruction, Mentoring Program.
c. Faculty development at $10,000 in union contract; telephones being installed.
d. Two new chairs announced in 1994 - 1995 (Business Administration and Honors); Foundation continues to support Faculty Development Day and seed money for the Center for Faculty; computer classes continue on a non-credit pay scale.

Administrative Services

a. Provided facilities support services for faculty development day. **Campus Services**

Community Services

a. Have conducted regular meetings with ESL faculty in Saturday and Intensive Programs for professional development. **ESL Program**
b. Began to plan with Center on Faculty programs for faculty who teach non-traditional audiences.
c. In Division encourage program coordinators to meet, develop and evaluate faculty. **Adult and Continuing Education**
d. Recycling curriculum utilizing Lotus Notes. This project is moving forward with the assistance of an outside programming consultant Marion Murphy and should be finalized in the latter part of July. **EPA Grants**
e. Staff meetings for Art Dept. faculty were held in Peekskill to review courses and plan for future needs. **Extension Programs**
f. Worked on Non-Traditional Curriculum Committee to design a faculty survey and ways for focus groups to get information about innovative training methods used in the classroom.
g. Created an adjunct faculty handbook for Community Services faculty. **PDC Project**

College Community Relations
*NPTD

Educational Opportunity Center
a. Staff participated in various workshops, tele-conference and teacher's day sponsored by the Hudson Valley Catskill Partnership.
b. Staff participated in workshops run by SUNY/Office of special Programs.
c. Staff participated in workshops of the Tri-State Consortium of Higher Education Opportunity Programs.

Evening Services
a. Encourage the Center for Faculty to plan faculty development activities focusing on the needs of the adjunct faculty.

Information Systems
a. Installed Multimedia Lab (Sci219)
b. Installed Multimedia Presentation Lab.
c. Installed Internet access on a minimum of one machine in each cluster.

Student Personnel Services
a. Included faculty development in initial Title III proposal.
b. Support of professional development involvement by Admissions Counselors
Admissions

***No Progress To-date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

19. Examine and restructuring the administrative and fiscal hierarchy and processes where appropriate.

Academic Affairs

*NPTD

Administrative Services

a. Since 1986, the Business Office has compiled an administrative guide series. This document serves both as a training document for new business office employees and as a vehicle to inform current employees of changes to existing procedures. In 1994/1995 the Business Office developed two new Administrate Guides. The purpose of both was to establish budgetary control expenditure requests with these two new procedures in place, the college can monitor more closely the availability of funds for the departments.
b. TIIA Tax Shelter Program (salary reductions) are now being electronically transmitted. This is in addition to the TIAA pension data transmission.
c. A new generic time sheet for hourly workers was initiated and is now in use.
d. coordinated the modification of the student receivable software to support the collection of the testing fees.
e. Timely billing of chargebacks has resulted in maximum collections. **Business Office**
f. Established need for environmental health and safety coordinator consultant. **Buildings and Grounds**
g. Identify responsibilities of various departments to maintain official records. **Campus Services**

Community Services

a. Participated in Divisional restructuring. **ESL Program**
b. Led the Reorganization of the Division process to a positive plan.
c. Since January, acted as an internal consultant to EOC, and the staff on all facets of the operation.
d. As part of a sub-committee of Academic Council began to rethink our organization for educational technologies

e. Monitored 1994-1995 budget and developed 1995-1996 budget. **Adult and Continuing Education**

f. Reorganized PDC/CS with functional process teams; combined support staff from SCI and ADMIN. **PDC/Project**

g. In Fall 1994 Mainstream undertook an internal restructuring of administrative staff with significant reduction of staff time.

Program Admin. (4 1/2 days per week)
2. Technical Assistant (4 days per week)
1 Program Specialist (2 1/2 days per week)
1 Program Specialist (2 days per week)

This staffing pattern, while not ideal is the leanest we can operate without affecting the quality of service. **Mainstream**

College Community Relations

a. Marketing Plan recommendation for enrollment management task force.

Educational Opportunity Center

a. Created and filled the position of Assistant Dean of Academic Computing.
b. Returned EOC to its former independent status separate from the College's Community Services, Adult and Continuing Education division.

Evening Services

NPTD

Information Systems

a. Reorganized the Information Systems Department to respond to changing technology.

Student Personnel Services

a. On-going internal objective of JobSTAR aimed at improving office systems and program accountability. **JobSTAR**

***No Progress To-date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

20. Increasing and developing alternative learning experiences (field work, internships and cooperative education)

Academic Affairs

a. Added four curricula to the Co-op offerings to bring the total number of curricula involved with Co-op to 11.

Administrative Services

*NPTD

Community Services

a. Explored linkages with cooperative education staff and local businesses to increase the number of Peekskill extension students taking advantage of co-op education placements. **Peekskill**

College Community Relations

a. Produced 2 brochures for Co-op Education Program.

Educational Opportunity Center

a. Enhanced all vocational programs to include job internship. Increased efforts to expand internships sites.

Evening Services

*NPTD

Information Systems

NPTD

Student Personnel Services

a. Field placement at Children's Center.
b. Expanded internships for students with disabilities with Search for change and President's Office on employment for disabled.
c. In process of increasing linkages and JobSTAR student involvement with College's Co-op Education Program.
d. Also creating other internship and work experience opportunities for existing students and grads who have not yet secured employment. **JobSTAR**

***No Progress To-date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

21. Developing and expanding joint programs with elementary and secondary schools and with other colleges;

Academic Affairs

a. Supported the continuation of Tech Prep/Math Immersion and the development of a computer link with Saunders High School. Hosted a visit from the new chancellor to sign an articulation agreement with Saunders and view the new technology link.
b. Establish 13 new articulation agreements with area colleges to facilitate transfer.
c. The first group of students graduating under our "advanced credit" agreement with Saunders will arrive on campus in September.

Administrative Services

NPTD

Community Services

a. Assisted Somers High School in the preparation of a Learning preparation of a Learning Technology Grant.
b. Visited N. Westchester High Schools for career days and other functions and conducted student tours for career exploration and technology classes.
c. Met with guidance staff, technology staff and principal of Peekskill High School to increase communication and explore linkages. **Peekskill**
d. The Division works with the technologies Division on Tech Prep, and has developed several consortia of colleges to work on environmental grants. **Adult and Continuing Education**
e. Wrote $5.4 million EPA grant with 26 NEEDs partners in colleges, business and industry, including U. Michigan-Dearborn, Richland, Catonsville, Clark Atlanta, Salt Lake Community College and Mission Valley Community College.
f. Wrote $200,000 EPA grant with Westchester County departments of Parks and Planning.
g. As member of the steering committee for the Strategic Training Partnership for the Hudson Valley network with other SUNY Colleges, BOCES, SED, DED.

h Worked with local school districts to recruit seniors for the women in technologies and sciences program. **PDC/Project**

College Community Relations

a Publicized tech prep arrangement with Saunders HS, other tech prep programs

Educational Opportunity Center

a Entrepreneurial Training Program provided by EOC through the Yonkers Entrepreneurial Assistance center, administered by the YWCA in partnership with other business and community organizations, EOC included.

Evening Services

a Together with the Coordinator of Transfer Services, provided Fall 1995 and Spring 1996 College Transfer Night Programs for part-time students.

Information Systems

NPTD

Student Personnel Services

a Joint efforts include work with Mahopac High School English faculty; Tech Prep Programs at BOCES and Saunders High School; Colleges Bridge Program, White Plains Graduation Standards Committee **Admissions**

b Preliminary discussions regarding establishing a comprehensive path program for Human Services students interested in teaching **JobSTAR**

c WCC continued to participate in the Vassar College Exploring Transfer Program, sending 5 students to the program in the summer of 1994.

d The Career and Transfer Center held Fall and Spring Transfer Evenings in conjunction with the Student Forum's Meet and Munch evenings. This is in addition to the annual Fall Transfer Program, a daytime event attracting 100 plus colleges and approximately 1,000 students **Counseling**

e Continuation of joint planning and programming with other colleges and community agencies through Task Force on Rape and Sexual Assault, Office for Women and victims services, ie.

f Clothesline Project, conference on counseling students from diverse cultural backgrounds. **Women's Forum**

***No Progress To-date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

22. Assuring the Campus Climate is conducive to the best learning conditions possible for students;

Academic Affairs

a. Survey faculty regarding multicultural activities related to all course offerings.
b. Associate Dean Slavin conducted sessions on disruptive students and the entire faculty attended Sexual Harassment Sensitivity sessions.
c. Added to the staff a Director of Multicultural Programs and Services to be a resource for the faculty and administration, and students on multicultural issues. Established an internal advisory council to assist Director.

Administrative Services

a. Maximized Housekeeping services with stronger daily supervision. **Campus Services**

Community Services

a. Conducted a student survey each semester in order to ascertain level of student satisfaction with faculty, with facility, learning conditions and student support services **Peekskill**
b. Classroom space continues to be inadequate. **ESL Program**
c. Extension security coverage has been increased. Currently Yonkers and Peekskill have professional security coverage, New Rochelle has had a college student to monitor halls. **Extension Programs**

Community College Relations

a. Assisted in the production of student advocacy brochure.

Educational Opportunity Center

*NPTD

Evening Services

a The Adjunct Faculty Advisory Council composed of adjunct faculty from different Divisions will plan how best to serve the adjunct faculty and part-time students who attend college in the evening.

b Work with the Director of Counseling and Student Development to encourage providing more needed academic advising, counseling and other services in the evening.

Information Systems

a Administration Building workstation upgrade.
b Academic Secretarial workstation upgrade.
c Counseling workstation upgrade.
d Cad Lab (2) workstation upgrade.
e Mathematics Lab workstations upgrade.
f Management Lab workstation upgrade.
g Keyboarding Lab workstation upgrade.
h Library Open Lab workstation upgrade.
i C I S and C S Lab workstation upgrade (T25).
j Auto-tutorial Lab workstation upgrade.

New Lab installed:

Business Organization and Management
Bus/Tech and PDC shared Lab
Physics Lab

Network upgrade:

Complete Fibre-optic backbone installation
Connect workstations to backbone

Student Personnel Services

a Initiated preliminary discussions and research on college courses at high schools.
b Extensive collaboration with CPSE on individual students at area school. **Special Student Services**
c Director's participation in Faculty Senate.
d Staff's participation in club activities, College committees, and special projects, etc **JobSTAR**
e Provided a campus climate where learning can take place. The Student Affairs Office intervened in numerous situations both in and out of the classroom in order to ensure an appropriate campus climate. **Student Affairs**
f Student advocacy efforts continue to improve campus climate through Campus Rights and Advocacy Council and Ad Hoc Committee on Women's Educational Opportunity. Current efforts focused on sexual harassment training, student rights and responsibilities issues and campus safety. On-going Women's Forum Advocacy and special programming efforts. **Women's Forum**

***No Progress To-date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

23. Promoting student involvement in decision-making processes;

Academic Affairs

*NPTD

Administrative Services

a. Continued use of FSA Board Meeting for the accomplishment of this goal. **FSA**
b. Participated with campus recycling club. **Campus Services**

Community Services

a. Utilized surveys and student feedback to increase services, available lab time and to develop new course offerings. **Peekskill**
b. Added two students to the Cultural Affairs Committee. **Cultural Affairs**
c. Presented Marketing Plan to Student Government groups for their in-put.
d. Led SUNY Lobbying Day effort at which we encouraged students to plan in our presentations.
e. Encourage students feed-back at off-campus activities. **Adult and Continuing Education**
f. Brought two students onto Cultural Arts committee.
g. Provided evaluation forms to solicit participant feedback. **PDC/Projects**

College Community Relations

a. Increased student participation in SUNY Day activities; included Student Senate and Student Forum in marketing plan review, May 1995; provided materials for *The Viking*. Advised student leaders in pre-event planning for Leonard Jeffries visit.

Educational Opportunity Center

NPTD

Evening Services

a Keep the Student Forum informed about important issues facing part-time students and the adjunct faculty who teach them.

Information Systems

NPTD

Student Personnel Services

a. Include students in Advisory Councils, ESL and Disabilities. **Special Student Services**

b Soliciting feedback and input from students via bimonthly orientation meetings **JobSTAR**

c The Student Affairs Office includes student input in college decisions. Student Senate was actively involved in decisions of the campus regarding attendance, lateness, fee increases and diversity curriculum content. **Student Affairs**

d Administration of student surveys and informal suggestion box for improving program services. **Women's Forum**

***No Progress To-date**

PROGRESS TO-DATE

STRATEGIC PLANNING GOALS AND SUB-GOALS: 1995 - 1996

WESTCHESTER COMMUNITY COLLEGE

24. Increasing communications among and between faculty, administrators and staff;

Academic Affairs

a Surveyed the faculty on the activities included in their courses that build an appreciation of multicultural issues.
b Continued publication of "Division News."
c Reading/Writing Consortium sponsored by faculty of Reading Department to increase communication between departments.

Administrative Services

a Provided party line telephone for all faculty.
b Administrated installation of voice mail system for increased communications between faculty/staff.
c Received requests form all Deans for those faculty that did not have private telephones.
d Installed complete auto attendant system which automated many routing telephone tasks for several departments. **Campus Services**
e Continued use of FSA Board Meetings for the accomplishment of this goal. **FSA**

Community Services

a Conducted 2 meetings with Art Workshop and Art Department faculty.
b Invited 5 Department chairs for open house and tours.
c Hosted visits by a variety of departments including Academic Council, the academic counselors and County General Services personnel. **Peekskill**
d Regular meetings are held with faculty in Saturday and Intensive ESL Programs. **ESL Program**
e Divisional presentations at Faculty Senate.
f Many of my Divisional and campus wide activities were designed to do this - Marketing Committee, ESL Council, M.S. Steering Committee, Title III, etc.
g Liaison with Academic Council, Personnel Office, etc.

h. Brought back information from all committees, and policy bodies (Bd. of Trustees, Cabinet, A.C., etc.) to divisional administrators and staff when appropriate. **Adult and Continuing Education**
i. Faculty Senate presentation made in Spring 1995 on extension activities.
j. Fall and Spring meeting with Academic Council to review extension activity and plan future goals.
k. Spent course planning memos to dept. chairs 3 weeks earlier in Spring 1995 to allow for better coordination of on and off campus course scheduling. **Extension Programs**
l. Created Continuing Education newsletter to disseminate information about our division to the rest of the College.
m. Created an Adjunct Faculty handbook for community services faculty. **PDC/Project**
n. Program Administrator participated in a number of college committees:
    Non-traditional
    Orientation Committee
    Women's Association
    Greenthumbs
o. These activities foster communication and the development of new courses since one works side by side with faculty staff and other administrators.
p. Each semester, faulty are canvassed as to new ideas for courses and availability of teaching for Mainstream. **Mainstream**

College Community Relations

a. Promoted activities for Women's Association, Faculty Senate and Staff Council through *Campus*.
b. Revised *Campus* format for increased readability.
c. Included faculty, administration and staff groups in Marketing Plan review April and May 1995.

Educational Opportunity Center

a. Staff involvement in Committees including the following:
    Marketing and Publicity
    Graduation
    Curriculum
    EOC 25th Anniversary celebration
    Capital Campaign
    Student Information System.

Evening Services

a. Research, write, publish and distribute to the evening faculty "Adjunct Faculty News and Views" on a regular basis to provide a shared understanding of the focus and affairs of WCC, and publicize activities and programs at the college.

b. Using a variety of sources, collect and organize information for the "Adjunct Faculty Handbook" for 1994 - 1995 and publish it.
c. Using information gathered from the various divisions, collect and organize "A Directory of Adjunct faculty for Fall 1994."
d. Become the spokesperson for the adjunct faculty and the evening students with the administrators at Cabinet and Administrative Council meetings. Communicate administration's views and perspective to the adjunct faculty via the newsletter, and in person, whenever possible.
e. The "Adjunct Faculty News and Views" provides information on campus-wide functions and activities on a regular basis. This is aimed at increasing communication, participation and understanding among faculty and administration.
f. Attend the scheduled meetings of the Cabinet and Administrative Council and communicate information to the adjunct faculty

Information Systems

a. Access E mail via the Campus/County on-line word processing system.
b. Increased Faculty Training
c. E-mail via Internet electronic mail service made available to faculty administrators and staff.

Student Personnel Services

a. Disseminated useable reports on student needs.
b. Worked with Academic Affairs on Summer School and Title III. **Special Student Services**
c. Internal distribution of Notes n' News. Faculty phone calling and letter writing to prospective students. Staff and faculty participation in Parent's Night. Meetings with Associate Deans and Chairs of new and under-enrolled curriculum. **Admissions**
d. Made presentations to Faculty Senate subcommittee of WCC Foundation, and Academic Council concerning JobSTAR history, accomplishments and future goals.
e. Working cooperatively with the Career and Transfer Center and other programs in the college to exchange job development and placement information. **JobSTAR**
f. Selection of new faculty advisor for Viking newspaper. **Student Affairs**

***No Progress To-date**